

INFLUENCE OF PSYCHOLOGICAL CONTRACT BREACH ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR: MEDIATING EFFECTS OF AUTHENTIC LEADERSHIP STYLE AND PSYCHOLOGICAL WELL-BEING - A WORKING PAPER

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ABSTRACT

The corner stone of all formal relationships are the intrinsic agreement of obligations. These obligations though implicit, define the relationships of the parties concerned. Such innate and spontaneous reciprocal expectations are subjectively termed as Psychological Contracts. When the employees perceive such expectations of them are broken, is termed as Psychological contract breach and is prone to create a negative impact on the organisational outcomes. But, Positive organisational behaviours can save this worsening scenario and can suppress the negativity thus caused by Psychological Contract breach. This working paper is an attempt to examine the mediating effect of Positive organisational behaviour taking into consideration, two constructs, namely, Authentic leadership style and psychological well-being of employees.

KEYWORDS: Psychological contracts, psychological contract Breach, authentic leadership style, Psychological well-being, organisational citizenship behaviour.

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INTRODUCTION

Employer – employee relations have started to reach new dimensions, when India Inc. started to reach out to the families of the employees by inviting them to the organisations' premises. Events like 'Bring out your parents to Work' and 'Family day' are aimed at wooing the family members of employees to understand the work culture better and to offer their support to the employees.

Across boundaries organisations are thriving to offer mutually favourable working climate which will induce and motivate employees to put in their best. One of the intrinsic factors that test the waters of employer-employee relationship is psychological Contract. Psychological Contracts are individuals' beliefs regarding reciprocal obligations in a dual relationship such as the employment one (Rousseau 1989).

In recent years it has become a challenge to persuade employees to be morally responsible and extract positive organisational behaviours. Organisations are seemingly inclined to retain employees who would go beyond the call of duty. In this pursuit, in spite of high compensation packages a volley of benefits are heaped on the employees. In an effort to cater to the expectations of all employees, employers have taken to offering a variety of

perks thereby customising it to suit the personal interests, values and culture of their employees.

REVIEW OF LITERATURE

Psychological Contract: A Psychological Contract consists of an employee's expectation about their obligation to their employers which may include hard work, loyalty, and commitment) in exchange of what their employers are indebted to them (including opportunities for skill enhancement, career growth, competitive compensation, healthcare benefits and a host of others) (Coyle-Shapiro & Kessler, 2000). It signifies all the promises which play a role of obligations between the employee and the employer (Rousseau, 1995)

Psychological Contract Breach (Pcb) : Psychological contract breaches are said to occur when the employees observe that their employers are unsuccessful in fulfilling obligations or promises implied by their employers (Restubog, Bordia & Tang, 2006; Morrison & Robinson, 1997; Turnley, Bolino, Lester & Bloodgood, 2003). Sometimes, perhaps unwillingly also, organisations are unable to meet all the promises conveyed either explicitly or implicitly to their employees. This produces Psychological Contract Breach, which have been found to be detrimental to the attitude and behaviour of employees (Raja, Johns & Ntalianis, 2004)

Psychological Contract Violation: A psychological contract violation is an emotionally charged feeling of anger or frustration due to the betrayal created by a breach of a psychological contract (Robinson and Morrison 2000). Transactional violation reflects the employees' belief that the organization is not meeting their economic and material interests. Relational violation reflects the belief that the organization fails to provide employees with a long-term, stable future relationship and promote the common development of both sides. Perceptions of both violations cause employees to experience disappointment, resentment, and to recognize unfairness and inequality (Morrison & Robinson, 1997).

Organisational Citizenship Behaviour (OCB) : Organizational citizenship behaviour means that an individual puts in more than his/her responsibilities beyond the stipulated standards and job descriptions determined by the organization and makes extra voluntary work in this regard (effort which was not included and defined in the official reward system of the organization (Organ 1988). OCB is the key factor for achieving productivity and performance in any organization (Bukhari and Ali, 2009). Employee with the feeling of unfair organization will propagate negative attitude and exhibit negative OCB (Skarlicki et al., 2008)

PCB and OCB

The psychological contract literature has accumulated enormous amount of research about the impact of perceived contract breach resulting in violations on effects of organizational concern, such as **poor citizenship behavior**, reduced job contentment which renders to intentions to quit (e.g., Blommeet *et al*, 2010; Chen *et al*, 2008; Dulacet *et al*, 2008; Orvis *et al*, 2008; Rigotti, 2009; Suazo, 2009). Moreover, research suggests that PCB and Psychological Contract violations can be unfavourable to organizational success as they are associated with decreased organizational commitment and conviction (Grimmer & Oddy, 2007; Turnley *et al*, 2004), and decreased employee output (Turnley *et al*, 2003; Turnley & Feldman, 2000). Psychological contract breach is negatively related to work productivity (Turnley *et al*, 2003; Zhao *et al*, 2007).

Positive Organisational Behaviour (POB)

POB origins developed from the Positive Psychology movement, which was initiated in 1998 by **Martin Seligman** and colleagues. According to Luthans (2002), POB is defined as the study and application of positively inclined

human resource strengths and psychological capacities that can be estimated, developed and effectively accomplished for improving the performance in today's workplace.

Although several positive capacities are discussed under the general domain of POB (Luthans& Youssef,2007; Luthans&Yossef et.al, 2007; Nelson & Cooper 2007) the focus of this study is on two positive capacities intended to understand the perspectives (though not exhaustively) of both leader and employee, specifically to meet the definition of psychological contract (i.e., dual relationship)

POB & PWB

Psychological Well-Being (PWB) :The term PWB was advocated and developed primarily by **Carol Ryff**. Individuals are in a state of psychologicalwell-being if they possess a high level of satisfaction with themselves, if theirdisposition is good (positive affect), and if they only sporadically experienceunpleasant emotions (Fierro, 2006) which may include prolonged sadness, anger, and inhibitions(negative affect).

Studies have found that PWB has a positive influence on people's health, beliefs and attitudes. For example, individuals with a higher level of well-being are found to exhibit higher productivity and in possession of greater mental and physical health when compared against those with a low level of well-being (Carol Ryff& Singer, 2002; Wright &Cropanzano, 2004). Employees with a higher sense of well-being express more positive attitudes and react better to demanding situations in life compared to those low on well-being (Ryff& Keyes, 1995).

POB & ALS

Authentic Leadership Style (ALS) :Authentic leadership has reaped more attention among scholars and practitioners due to the publication contribution from Harvard professor and former Medtronic CEO **Bill George**. Authentic leadership has begun as a dominant componentin positive leadership studies since its conceptualizationin the late 1970s and academically extended into a "root construct in leadership theory" (Avolio&Gardner, 2005).

George (2003) writes that authentic leaders exhibit a profound sense of purpose for their leadership. Their activities always echo their core ideals. They acknowledge themselves as agents and servants and lead with their hearts as well as their heads while committed to build enduring organizations. Ofori and Toor (2008), in a study of authenticleaders, debate that such authentic leaders possessthe values, characteristics and qualities that help them toaccomplish difficult tasks and address challenges.

RESEARCH QUESTION

- What is the influence of Psychological Contract Breach on Organisational Citizenship Behaviour?
- How does Positive Organisational Behaviour moderate the relationship between Psychological Contract BreachandOrganisational Citizenship Behaviour?

OBJECTIVES

- To examine the level of Psychological Contract Breach.
- To study the level of Organisational Citizenship Behaviour exhibited.
- To study the influence of Psychological Contract Breach on Organisational Citizenship Behaviour

- To evaluate the level of Psychological Well-Being.
- To examine Perception of Authentic Leadership Style in Organisations.
- To investigate the mediating effect of Psychological Well-Being in Psychological Contract Breach - Organisational Citizenship Behaviour relationship.
- To examine the mediating effect of Perception of Authentic Leadership Style in Psychological Contract Breach – Organisational Citizenship Behaviour relationship

NEED FOR THE STUDY

A majority of psychological contract studies are based in American, European or western contexts (Millward & Brewerton 2000; Rousseau 1998; Rousseau & Schalk 2000). Very few psychological contract studies have been conducted in collectivist or non-western contexts (Hui, Lee & Rousseau 2004; Restubog & Bordia 2006; O'Donnell & Shields 2002; Westwood 2001). Yielding to the swift growth of Asian economies, there is higher mandate for more research on psychological contract in non-western contexts.

However, regardless of its long and widely recognized importance, studies examining the role of individual variables on psychological contract breach are rather insufficient (Reynolds, 2003; Coyle-Shapiro & Neuman, 2004). Much of the available research presumes that the content of the psychological contract is general across most types of individuals (Atkinson and Cuthbert 2006).

CONCEPTUAL FRAMEWORK

The psychological contract literature has amassed a huge expanse of research about the impact of perceived psychological contract breach on outcomes of organizational concern, such as **poor citizenship behavior**, (e.g., Blomme et al, 2010; Chen et al, 2008; Dulacet al, 2008; Orvis et al, 2008; Rigotti, Suazo, 2009). Psychological contract breach relates negatively to work performance (Turnley et al., 2003; Zhao et al., 2007).

Based on the above literature, this study proposes that employees' observation that the psychological contract is broken will have an impact on the organizational citizenship behaviour. Thus, Hypothesis 1 is put forward.

Hypothesis 1: The Degree of Employees' Perception of Breaches of Psychological Contracts is Negatively Related to Organizational Citizenship Behaviour.

Previous research has noted that it is important to understand how authentic leadership relates to positive psychological constructs considering their potential to influence performance and the psychological well-being of employees (Gardner & Schermerhorn 2004, Kahn 1990, Ryan & Deci 2001).

Higher the authentic leadership, the higher will be the followers' well-being (eg. Job satisfaction, commitment, organizational citizenship, among others) (Avolio et al., 2005; Luthans et al., 2007; Walumbwa et al., 2008, 2009 & 2010; Leroy et al., 2012).

Based on the above literature, this study proposes that Authentic Leadership style will have an impact on Psychological well-being of the employees and their organizational citizenship behaviour. Hypothesis H2, H3 and H6 are put forward accordingly.

Hypothesis 2: the Degree of Psychological Contract Breach is Negatively Related to Authentic Leadership Style.

Hypothesis 3: the Degree of Authentic Leadership Style is Positively Related to Psychological Well-Being.

Hypothesis 6: the degree of Authentic Leadership Style is Positively Related to Organisational Citizenship Behaviour.

Research works in the social sciences have shown that authenticity leads to healthy psychological functioning (Kernis and Goldman, 2005a), which leads to a number of positive psychological outcomes (Lakey et al., 2008). Studies have also exposed that deficiency of authenticity can lead to negatively affected psychological health (Neff and Suizzo, 2006).

Extant research suggests that positive work experiences influence the psychological well-being of individuals in an organisation (Ryff & Keyes, 1995; Ryff & Singer, 2002). Growing literature on positive psychology and/or positive organizational behaviour (e.g. Luthans & Church, 2002) also supports the finding that positive psychological state of an individual positively influences their relative attitudes towards the organization.

Based on the above literature, this study proposes that Authentic Leadership style will have an impact on Psychological well-being of the employees and their organizational citizenship behaviour. Hypothesis H4, and H5 are put forward accordingly.

Hypothesis 4: the level of Psychological Well-Being relates positively to the level of Organisational Citizenship Behaviour.

Hypothesis 5: the degree of psychological Contract breach is negatively related to Psychological Well-Being.

The general goal of this study is to examine the mediating effect of Positive Organisational Behaviour in suppressing the negative effect caused by PCB on OCB. Specifically, the two components of POB, one representing the leaders – Authentic Leadership style proposed by Walumbwa et al., (2008) and the other representing the employees – Psychological well-being proposed by Carol Ryff (2002) are considered. Hence the following hypothesis.

Hypothesis 6: POB will suppress the influence of PCB on OCB.

Hypothesis 6A: ALS will reduce the influence of PCB on OCB.

Hypothesis 6B: PWB will reduce the influence of PCB on OCB.

Path Model

The Path Model depicting the association between the latent variables:

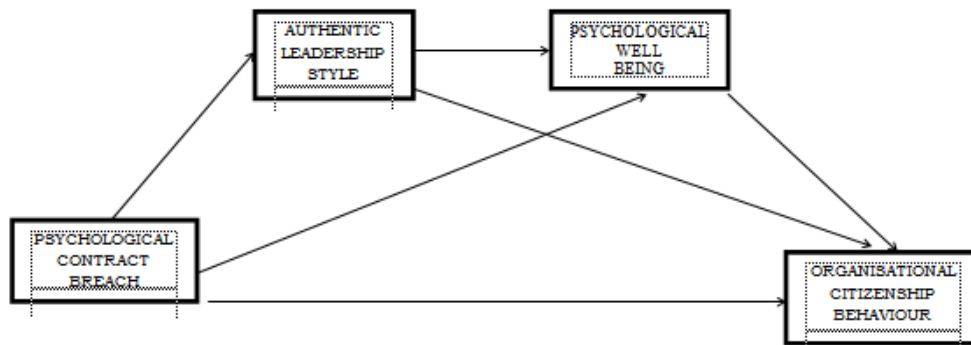


Figure 1

RESEARCH METHODOLOGY

Nature of Data

Employees belonging to IT companies in Chennai were approached for Survey. A total of 500 employees were approached. The employees who responded were asked to refer their friends and colleagues in the organisation, and hence it is a Non-probability Snow-Ball sampling. To encourage their free and frank opinion, the respondents were ensured of their anonymity and that the purpose was purely an academic research. Survey questionnaires were distributed and retrieved by the researcher. About 88% ($n = 442$) of the participants returned the questionnaires. On the basis of the survey it was found that the average age of respondents was below 30 years and the average duration of time employed in this organisation was more than 3 years.

Research Measures

Psychological Contract Breach (25 items) was measured using six-point scale, adapted from Robinson & Morrison (2000). Sample items included: When my organization says it's going to do something, I wonder if it will really happen. I see little similarity between what my organization says it will do and what it actually does; (1 = Strongly disagree and 6 = Strongly agree). Reliability and Validity was found to be CR (Composite Reliability) = 0.748, AVE (Average Variance Extracted) = 0.499, MSV (Mean Shared Squared Variance) = 0.630, ASV (Average Shared Variance) = 0.489.

Organisational Citizenship Behaviour was measured using the twenty-item scale developed by Suzy Fox and Paul E Spector (2011). Sample items included: Picked up meal for others at work; Decorated, straightened up, or otherwise beautified common work space (1 = Never (did) and 6 = (did) Everyday). Reliability and Validity was found to be CR (Composite Reliability) = 0.812, AVE (Average Variance Extracted) = 0.468, MSV (Mean Shared Squared Variance) = 0.630, ASV (Average Shared Variance) = 0.589.

Authentic Leadership Style was measured using the sixteen item scale developed by Suzy Fox and Paul E Spector (2011). Sample items included: Displays emotions exactly in line with feelings; Makes difficult decisions based on high standards of ethical conduct (1 = Not at all and 6 = Frequently/Always). Reliability and Validity was found to be CR (Composite Reliability) = 0.8, AVE (Average Variance Extracted) = 0.575, MSV (Mean Shared Squared Variance) = 0.567, ASV (Average Shared Variance) = 0.475.

Psychological Well-Being was measured using the twenty one-item scale developed by Carol Ryff (1995). Sample

items included: My decisions are not usually influenced by what everyone else is doing; I judge myself by what I think is important, not by the values of what others think is important. (1 = Strongly disagree and 6 = Strongly Agree). Reliability and Validity was found to be CR (Composite Reliability) = 0.831, AVE (Average Variance Extracted) = 0.621, MSV (Mean Shared Squared Variance) = 0.569, ASV (Average Shared Variance) = 0.533. In keeping with prior studies (Ang et al., 2003; Avolio et al., 2004), age, gender, tenure and educational level of respondents were treated as control variables for all statistical analyses

Exploratory Factor Analysis

An EFA was done in AMOS to check if the items were properly loaded into the respective constructs. In the 35 item PCB scale, items 1,3,4,15,23, 24 and 25 were removed as the factor loadings were below the 0.7 threshold. Thus the PCB scale for analysis was reduced to 18 items scale. Whereas all the other scales were properly loaded into their relative constructs.

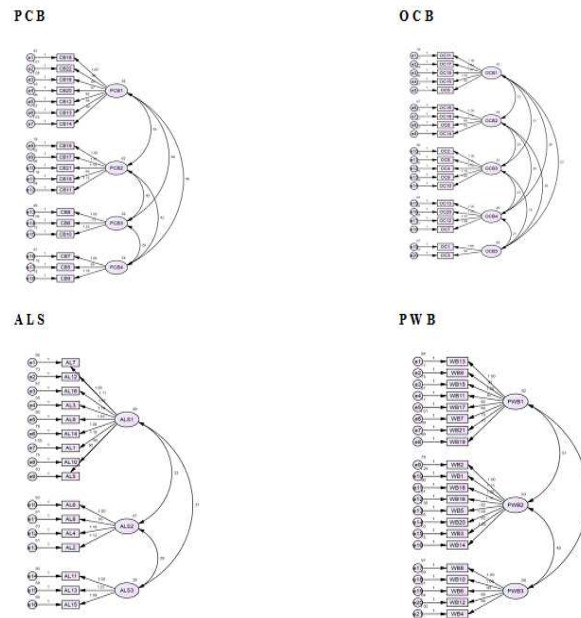


Figure 2

Table 1

Constructs	X2	X2/ Df	Gfi	Agfi	Cfi	Rmsea
PCB	373.884	2.898	0.912	0.884	0.906	0.066
OCB	393.987	2.592	0.924	0.895	0.892	0.060
ALS	285.953	2.831	0.927	0.902	0.909	0.064
PWB	530.596	3.032	0.900	0.868	0.906	0.068
	P=0.000					

Note: χ^2 – Chi Square, χ^2/ df – Normed Chi Square, GFI – Goodness of Fit Index, AGFI – Adjusted Goodness of Fit Index, CFI – Comparative Fit Index, RMSEA - Root Mean Square Error of Approximation

MEASUREMENT MODEL

Confirmatory Factor Analysis

To establish the model fit a CFA was conducted in AMOS. The model fit indices yielded out of CFA is tabulated in following table.

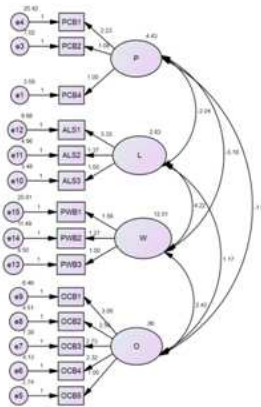


Figure 3

Table 2

X ²	X ² / Df	Gfi	Agfi	Cfi	Rmse
262.178	3.745	0.926	0.889	0.936	0.079
P=0.000					

Note: χ^2 – Chi Square, χ^2/ df – Normed Chi Square, GFI – Goodness of Fit Index, AGFI – Adjusted Goodness of Fit Index, CFI – Comparative Fit Index, RMSEA - Root Mean Square Error of Approximation

A perfect model fit is obtained if the Chi-square (χ^2) $P > 0.05$ (Diamantopoulos & Siguaw, 2000), Values of GFI should range from 0 to 1 and acceptable fits are those above .90 (Diamantopoulos & Siguaw, 2000), Values of CFI should range from 0 to 1 and acceptable fits are those above .90 (Bentler & Bonsett, 1980) and RMSEA acceptable fit is < 0.1

ANALYSIS & FINDINGS

The descriptive results (Table 3) revealed a medium level of PCB ($M = 3.16$, $SD = 0.29$) as well as OCB ($M = 3.31$, $SD = 0.11$). Though the level of ALS seems lesser than the medium level ($M = 2.33$, $SD = 0.13$) the employees PWB is at the higher end ($M = 4.06$, $SD = 0.27$). Next, the correlations between the variables of the research were calculated. The relation between PCB and all the other three variables is negative, while all the other variables exhibited positive inter-relationships (Table 3)

Table 3: Descriptive Statistics and Correlations

	Cumulative Mean	Std. Deviation	PCB	OCB	ALS	PWB
PCB	3.16	0.29	1.00			
OCB	3.31	0.11	-.54	1.00		
ALS	2.33	0.13	-.38	.59	1.00	
PWB	4.06	0.27	-.52	.59	.56	1.00

Hypothesis Tests

The research hypothesis is tested by conducting regression analysis. The analysis results are listed in Table 4. Firstly, according to Table 4, employees perceive that the degree of organizational psychological contract breach has a negative influence on Organisational Citizenship Behaviour (β value of -0.586), so hypothesis 1 is supported. Also, employees perceive that the degree of organizational psychological contract breach has a negative influence on Authentic Leadership Style (β value of -0.367) and Psychological well-being of employees (β value of -0.516), so hypothesis 2 (the higher the degree of employees' perception of psychological contract breach, the lesser will be possibility of leaders

adopting authentic style) and hypothesis 5 (the higher the degree of employees' perception of psychological contract breach the lower will be their psychological well-being) is supported. As shown in Table 4, the higher the degree of Authentic leadership style the higher will be the Psychological well-being of the employees ($\beta = 0.564$) and also the Organisational citizenship behaviour exhibited by the employees will be higher ($\beta = 0.583$) so hypothesis 3 and hypothesis 6 are verified. In addition, the hypothesis that the degree of psychological well-being of employees will positively influence the Organisational citizenship behaviour is supported by the regression analysis ($\beta = 0.592$)

Table 4

Hypot hesis	Variables	Unstandardised Coefficients		Standardised Coefficients	T	Sig	Remarks
		B	SE	B			
H1	PCB→OCB	-0.620	0.041	-0.586	-15.183	.000	Accepted
H2	PCB→ALS	-0.335	0.041	-0.367	-8.261	.000	Accepted
Table 4: Contd.,							
H3	ALS→PWB	0.779	0.054	0.564	14.326	.000	Accepted
H4	PWB→OCB	0.487	0.032	0.592	15.391	.000	Accepted
H5	PCB→PWB	-0.655	0.052	-0.516	-12.608	.000	Accepted
H6	ALS→OCB	0.660	0.044	0.583	15.037	.000	Accepted

Mediation Study

A mediator is involved in contributing for the influence of the independent variable on the dependent variable (Cohen et al., 2003). To test the multiple mediators Authentic leadership style and Psychological Well-Being, the *Causal – steps tests* suggested by Baron & Kenny 1986; Judd & Kenny et al., 1998 was followed and the SEM procedures were applied using the maximum likelihood estimation algorithm. It has been previously argued that in the area of mediation analysis, when the variables with multiple indicators are considered (Iacobucci et al., 2007), when conditions of CFA are met (James & Brett, 1984), and when models have incorporated latent variables (Kenny et al., 1998), SEM bids a better substitute to traditional multiple regression tests of mediation. However, here, conceptually the procedure of testing mediation using SEM is analogous to Baron and Kenny's (1986) approach.

The relationship (total effect) pertinent between PCB and OCB has been tested to be significant (Table 5). Under ideal conditions, when all variables to the relationship between PCB and OCB are controlled, the mediating effect of the multiple mediators is found to suppress the influence of PCB and OCB but this significant and indirect effect (Table 6) does not nullify the influence of PCB and OCB. Hence, it is concluded that the mediators ALS & PWB *partially mediate* the influence of PCB on OCB. Thereby hypothesis 6 along with 6A & 6B is accepted.

Table 5: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	104.168	2.546		40.907	.000
	PCB	-.617	.041	-.586	-15.183	.000
A. Dependent Variable: Ocb						

$$Y = a + B_0X + E$$

$$OCB = 104 - 0.62 PCB + E$$

Table 6: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	54.010	4.131		13.075	.000
PCB	-.343	.038	-.326	-9.126	.000
ALS	.386	.045	.340	8.633	.000
PWB	.221	.034	.272	6.557	.000

A. Dependent Variable: Ocb

$$Y = a + B_4 X + B_3 M2 + B_6 M1 + E_3$$

$$OCB = 54 - 0.343PCB + 0.386 ALS + 0.221 PWB$$

CONCLUSIONS

This study has underlined the fact that Positive Organisational behaviours are empowered with the potential to suppress the negative climate propagated by the perception of psychological contract breach. The results are empirical evidence and contribute to the existing knowledge in the Indian context as well support the previous research. In this context, it is essential for organisations to bring a system in which positive organisational behaviours are recognised, appreciated and rewarded. Also, the process of selection and promotions in such a way that employees are stimulated to exhibit and cling to Positive organisational behaviours.

PUBLICATIONS

- Published a research article titled “Psychological Contracts and its relevance to Personal Values and Organizational Citizenship Behavior : A position paper” in Intercontinental Journal of Human Resource Research Review ISSN 2320 – 9704, Volume 2, Issue 10, October 2014.(Impact Factor 0.615)
- Published a research article titled “Authentic Leadership style” in Intercontinental Journal of Human Resource Research Review ISSN 2320 – 9704, Volume 3, Issue 10, October 2015.(Impact Factor 0.875)

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